



Draft VDHR Work Plan FY '19
October 2018-September 2019

Mission:

The Department of Historic Resources fosters, encourages, and supports the stewardship and use of Virginia's significant architectural, archaeological, and historic resources as valuable assets for the economic, educational and cultural benefit of citizens and communities.

Agency Vision:

Virginia is fortunate to have a wealth of historic places that enrich our quality of life and contribute to our economic vitality. Authentic historic places connect us with the people and events that shaped who we are today. The use of historic places as assets for a more vital future builds on the connectivity of groups and individuals who work to preserve these places, to interpret them, or to ensure their use as homes for families and businesses well into the future.

We envision Virginia as a place where public and private partners join hands as stewards of historic lands and landmarks, where people recycle buildings as routinely as they recycle cans and glass, and where DHR is recognized for its role in fulfilling the charge of Article XI of the Virginia Constitution to conserve, develop, and use historic sites and buildings for the benefit, enjoyment, and general welfare of the people of the Commonwealth.

We envision a future where Virginia's historic places are fully valued and used as essential assets for education, tourism, environmental sustainability, and economic vitality, as well as underlying cultural, social, and civic benefits; where pride of place lifts people's spirits and well-being in communities large and small throughout the Commonwealth; and where the preservation of those places is so accepted that it is integrated into daily life and decision-making at all levels.

Agency Goals:

DHR's programs support both public and private efforts to make the most of irreplaceable historic resources that can and should benefit Virginia communities for generations to come. The Department is guided by issues, challenges, and goals adopted as part of *Today's Treasure – Tomorrow's Trust: Virginia's Statewide Comprehensive Preservation Plan 2016-2021* ("Comprehensive Plan"). While the goals and objectives from this plan and its predecessors shape overall agency actions, the Department refines its efforts in two related, but shorter planning processes.

Every two years, DHR updates its strategic plan. Using the Comprehensive Plan goals and objectives, the strategic plan establishes biennial priorities as well as measures by which success can be assessed. The strategic plan is made public on the Commonwealth of Virginia website and is linked to the state's biennial budgeting process. In addition, each year DHR sets annual priorities based on perceived need and partnership opportunities as well as current fiscal and staff constraints, outlining more specific tactics by means of which it will address goals and objectives cited in both the statewide comprehensive plan and the agency strategic plan.

In this year the Department's revised work plan reflects revisions and updates made to our strategic plan in 2017 and continues to improve the quality of and access to information about historic resources and ways to preserve and use them effectively; help public and private entities deal with the effects of climate change; and demonstrate an increased commitment to serving all of Virginia's varied geographic areas and communities.

Goal I: Improve appropriate management of historic assets

Objective 1A: Lead by example—stewardship of buildings/properties/records/archaeological and museum collections by both public agencies and private non-profit leaders (Preservation VA, CWT, SVBF, state agencies—DGS, DCR, DGIF, DOF, VMFA, public colleges and universities, etc.—private colleges and universities, VAM, Mount Vernon, COVA, museums, etc.)

Measures:

- *Percentage of properties under easement monitored for consistency with easement provisions (Target: 33%)*
- *Number of new archaeological collections curated under appropriate management standards at DHR (Target: 30) ("Retired" from Strategic Plan)*
- *Percentage of incoming and outgoing objects and collections tracked through Collections Transactions Database (Target: 100% within 90 days)(Not in the Strategic Plan)*
- *Percentage of human remains for which disposition/reburial plans and consultation have been completed (Target: 25%)(Not in Strategic Plan)*
- *Number of loans of collections (Target: 12)(Number of loans of Collections)*
- *Number of researchers using DHR collections in DHR facilities (Target: 40)(Not in Strategic Plan)*
- *Number of museums provided support (Target: 20)(Not in Strategic Plan)*
- *Percentage of loans made as per request by signed agreement (Target: 100% of those making requests as deemed appropriate by Collections Committee)(Not in Strategic Plan)*
- *Percentage of museums requesting support (Target: 100% of those requesting support)(Not in Strategic Plan)*
- *Number of historic preservation easements added or amended to protect Virginia's significant historic assets. (Target: 15)*

Easements	FY 2018-19 Projections
New easements	15
Easement inspections	210

Strategies for Federal FY October 2018-September 2019

1. Identify, evaluate and register historic properties owned or leased by the agency or organization (State and federal agencies, local governments, public institutions of higher education, Private non-profit historic property owners/museums such as Preservation Virginia, Mount Vernon, Monticello, Montpelier, etc., DHR)

Review & Compliance Division Will:

- Encourage the identification, evaluation, and registration of state-owned properties through our participation in the state review process and the biennial State Stewardship Report.

2. Develop and implement appropriate short- and long-term management strategies appropriate to each historic asset (State and federal agencies, local governments, public institutions of higher education, Private non-profit historic property owners/museums such as Preservation Virginia, Mount Vernon, Monticello, Montpelier, etc., DHR, VTC)

Preservation Incentives Division Will:

- Support appropriate management strategies for those properties that are held under easement by the Board of Historic Resources by providing technical information and conducting a review of requests for approval for changes to such properties.

Review & Compliance Division Will:

- Encourage the development and implementation of management strategies through our participation in the state review process and the biennial State Stewardship Report. (see also Goal IV – treatment plans)

3. Conduct critical self-examination a) to determine whether or not the current business model is sufficient to sustain the organization, its programs, and any historic places it owns and b) to explore appropriate alternatives to include (but not limited to): (State and federal agencies, local governments, public institutions of higher education, Private non-profit historic property owners/museums, DHR)
 - a. Innovative public/private partnership and local/regional collaboration,
 - b. Use of leases and resident curator strategies to shift responsibility but not ownership of the historic place, and
 - c. Transfer/sale of the property to an entity (public or private) better suited to its care and management.

Office of the State Archaeologist Will:

- Implement space-saving alternatives to the current procedures for care and management of archaeological collections including use of off-site storage and partnerships

4. Manage Clermont and the Wilderness Tract in collaboration with private partners to meet preservation and educational objectives (DHR, Clermont Foundation, Friends of the Wilderness Battlefield)

Community Services Division Will:

- Continue to help implement the 5-year management and archaeological plans for Clermont and provide technical assistance when needed (NRPO). NRPO archaeologist will participate in Clermont Archaeological Advisory Committee meetings. Community Services Division Director will attend Clermont Foundation meetings at the request of Director Langan, will serve on the Preservation Committee, and provide architectural tours of the property to the public when requested.

Preservation Incentives Division Will:

- Provide technical assistance in the review of proposals for alterations to the property in accordance with the Secretary of the Interior's Standards for the Treatment of Historic Properties, and more specifically the Standards for Rehabilitation, when appropriate.

Review & Compliance Division Will:

- In cooperation with other Department archaeologists, participate in the Archaeological Advisory Committee for Clermont.

Director's Office Will:

- Review quarterly reports submitted by the Friends of the Wilderness group and monitor compliance with the MOU.

5. Use Clermont as a preservation training facility for current and future generations of Virginians (DHR, Clermont Foundation)

Community Services Division Will:

- Continue to provide assistance when appropriate to the Clermont Foundation in its efforts to showcase Clermont as a preservation training and research facility (NRPO).

6. Manage archaeological collections in accordance with federal guidelines and to meet agency fiduciary responsibility (DHR, state institutions of higher education, military installations, private museums and historic attractions).

Community Services Division Will:

- Process artifacts from the Vogt Collections and any additional donated material from the Moldenhauer Collection according to DHR standards, and inventory artifacts from at least 50 sites in the collections (WRPO)
- Continue to temporarily curate the Greenfield artifact collection for Botetourt County and encourage the County and its Greenfield Preservation Advisory Commission to seek a permanent facility for the collections (WRPO).
- Regional archaeologists will serve on the DHR Collections Committee (ERPO, WRPO).
- Use the Vogt donated collection to continue the development of a projectile point typology for the Outer Piedmont, Southern Blue Ridge and Valley and Ridge Provinces (WRPO).
- Process and analyze artifacts from the Eyreville Site (44NH0507) (ERPO)
- Assist with organizing type collections that are out of order in the DHR collections cabinets (ERPO).

- Continue to work with regional collectors to obtain collections and learn of sites previously undocumented (ERPO).
- Process and analyze artifacts from the Stewart/Stevens Site (44PK0062 (WRPO).
- Organize and direct volunteers to process 22 boxes of artifacts transferred from a consultant to Botetourt County and bring the collection to state curation standards (WRPO).

Office of the State Archaeologist Will:

- Continue to resolve issues with old loans of DHR collections (DSA)
- Continue efforts to determine and document ownership of collections held by DHR (DSA)
- Continue to work with CoVA Collections Committee to improve and increase accessibility of knowledge about archaeological collections throughout Virginia (DSA)
- Distribute guidelines for best practices for care and management of archaeological collections (DSA)
- Work with the Skiffes Creek Committee to improve preservation of eligible DHR collections.

7. Steward historic easement and tax credit properties as examples of appropriate use and standards (DHR, private property owners)

Community Services Division Will:

- Provide encouragement and technical assistance to property owners who have eased their historic properties or have applied for rehabilitation tax credits.
- Respond to requests from Preservation Incentives Division staff to make site visits to historic easement or tax credit properties when needed.
- Assist battlefield preservation organizations seeking grants from the Virginia Battlefield Preservation Fund with applications requiring documents and information necessary for organizations or property owners to grant an easement on the battlefield property to the Virginia Historic Resources Board (NRPO).

Preservation Incentives Division Will:

- Provide technical assistance to property owners on the appropriate treatment of their historic resources, consistent with authoritative guidance, best management practices, program policies, and individual easement terms and conditions;
- Review all proposed work according to the Secretary of the Interior's Standards for the Treatment of Historic Properties, specific treatment standards, and easement provisions as appropriate.

8. Educate constituents to be better stewards of historic properties (DHR, Preservation Virginia, local governments and review boards, planning district commissions, state/regional/local historical societies)

Community Services Division Will:

- Provide technical assistance and site visits when appropriate to owners of historic properties regardless of their interests in easements or tax credits.
- Provide 3-4 training workshops throughout the state for local architectural review boards and local government planning staffs (NRPO).

- Work with Preservation Virginia and the Shenandoah County Historical Society to highlight and encourage preservation of historic barns in the Shenandoah Valley (NRPO)

Preservation Incentives Division Will:

- Support Community Services Division by providing technical assistance on appropriate treatment of historic resources.

Office of the State Archaeologist will:

- Work with the Clermont Foundation on curation and collection management.
- Continue to provide other divisions and the public with technical assistance on conservation-related matters.

9. Provide education regarding public use of historic structures and cultural landscapes to state land management agencies (e.g. state parks) (DHR, DCR, VTC, DGS, state land management agencies)

Community Services Division Will:

- Reach out to state parks to provide technical assistance in the public use and preservation of park historic resources. A priority this year may be Kiptopeke State Park in Northampton County and Staunton River State Park in Halifax County.

Preservation Incentives Division Will:

- Support other divisions' outreach efforts by providing technical assistance as is required.

The Director's Office Will:

- Support educational outreach efforts by developing effective print and web-based materials as required or warranted for endeavors undertaken by other agency divisions or programs. Also, continue with public informational and educational outreach through the agency's Facebook page.

Objective 1B: Expand statewide and local survey data (DHR, localities, private organizations, public agencies as part of project planning, consultants, COVA, VTC)

Measures:

- *Number of historic properties newly identified and recorded or for which new data is added to the statewide inventory. (Target: +5,000)*
- *Number of previously identified and recorded historic resources for which old data is updated in VCRIS. (Target: +3,000)(Not in Strategic Plan)*
- *Completion rate for survey and planning projects conducted in partnership with local governments. (Target: 100%)*

Survey	FY 2018-19 Projections
Architectural survey	
.Resources Added	8050
.Acres (recon.)	14,000
Acres (intensive)	3,250
Archaeological Survey	

.Resources added	1,000
.Acres (recon.)	25,000
Acres (intensive)	1,250

Strategies for Federal FY October 2018-September 2019

1. Add to and/or update survey records in inventory (DHR, localities, private organizations, public agencies, consultants, COVA)

Community Services Division Will:

- Regional Offices will submit at a minimum 50 archaeological and/or architectural VCRIS records (new or revised existing records) of historic properties throughout the service areas that are threatened or under-documented (NRPO, ERPO, WRPO).
- Continue to work with ASV chapters to conduct survey projects to record new sites (ERPO)

S&R Division will:

- Continue maintenance of statewide historic resource survey, including additions and cleanup.
- Continue to file newly acquired survey materials, update the tertiary files spreadsheet and continue to box up tertiary files for long term storage at LVA.
- Work with external users, non-profits (PV), and staff to accurately document architectural resources both for new and updated survey.
- Provide technical assistance to CLG's and other localities interested in conducting historic resource documentation.

2. Prioritize, facilitate, and conduct surveys based on geographic area, history-related theme, property types, and known climate change and development pressures (DHR, planning district commissions, local governments)

Community Services Division Will:

- Continue to conduct archeological survey via watercraft along the North and South Forks of the Shenandoah River (NRPO)
- Work with the City of Fredericksburg to identify and record archaeological resources located within its lands bordering the Rappahannock River (NRPO). Regional Office archaeologists will serve on the Threatened Sites Committee (ERPO, NRPO,WRPO)
- Assist Preservation Virginia and the Shenandoah County Historical Society in the survey of barns in the Shenandoah Valley (NRPO)

Office of the State Archaeologist Will:

- Use Threatened Sites Program to target areas of greatest need based on recent surveys and potential threats.
- Implement Underwater Archaeological Plan.
- Work with VMRC to better protect Archaeological resources under permit.

S&R Division will:

- Close out the Hurricane Sandy Grant Program

- Serve on the DHR Threatened Sites committee and work to integrate data into VCRIS.
 - Use freely available GIS data (Census, climate, etc.) to identify areas for which survey can be improved.
 - Create a new Survey Coverage Map for the Commonwealth to replace the last one created in 2007.
3. Conduct survey and planning projects through Cost-share, certified local government and other grants and partnerships (DHR, Local Governments, planning district commissions, public agencies and private organizations)

Community Services Division Will:

- Manage seven CLG-funded projects in: the cities of Danville, Lexington, Charlottesville, and Winchester; the towns of Pulaski, and Warrenton; and Clarke County.
- Manage five cost-share survey projects in: the Town of Appalachia (Wise County); Essex County; the Town of Courtland (Southampton County); the Town of Chase City (Mecklenburg County); and the City of Hopewell.

Office of the State Archaeologist Will:

- Integrate data from Threatened Sites Program, Hurricane Sandy grants, 106 projects, historic documents and maps, as well as data from NOAA, VIMS, CWAR, CBAC, and other sources to predict areas of highest vulnerability to sea level rise, catastrophic storm surge, and tidal erosion
- Use recently generated data to survey and evaluate sites which are the most threatened.

S&R Division will:

- Manage the completion of 100% of the cost share projects identified during the current SFY.
- Actively participate on the survey committee.
- Provide on-going technical assistance to CLG's and PDC's applying for or in the process of utilizing Cost Share funds for survey and preservation projects.

4. Identify areas of probable sea level rise, threat of severe flooding, and target surveys of historic places in those areas (DHR in collaboration with VDEM/FEMA/VIMS, Local Governments, and others)

Preservation Incentives Division will:

- Work toward development of a GIS based database of easement properties that will allow DHR to track critical information about the properties, enable accurate assessment of climate and disaster related risks and vulnerabilities, and assist with determining where limited funds and staff capacity should be directed.
- Seek training opportunities, such as 2019 Keeping History Above Water conference, to expand staff expertise.
- Participate in agency disaster response team.
- Provide technical assistance to easement property owners and communicate/coordinate response with owners impacted by a natural disaster or climate-related event.

Community Services Division will:

- Participate in agency disaster response team and will assist in drafting design guidelines for disaster response (ERPO).

S&R Division will:

- Track climate change measures using GIS and VCRIS.
- Upgrade and align the official climate change zone with DCR.
- Continue outreach efforts to promote the value of survey as part of the planning process in probable areas, action items include adding materials to DHR website to promote DHR's survey program
- Utilize and assist in disseminating the Longwood University Archaeological Institute's model for predicting the longevity of threatened archaeological sites.
- Participate at Keeping History Above Water 2018

5. Make identification of historic places a routine practice for all construction, highway, and other projects whether or not it is required by law (State and federal agencies, local governments)

Community Services Division will:

- Provide identification of known historic resources to local governments, planning commissions, ARBs, etc. when requested.

Objective 1C: Evaluate and register (or otherwise designate) significant historic properties (DHR, public and private property owners, localities)

Measures:

- *Number of properties/districts added to the Virginia Landmarks Register and/or National Register of Historic Places. (Target: 46) (Not in the Strategic Plan)*
- *Number of State-owned historic properties added to the Virginia Landmarks Register (Target: +4)(Not in the Strategic Plan)*
- *Number of old National Register nominations that are updated. (Target: +4)(Not in the Strategic Plan)*
- *Number of old National Register Historic District nominations that are updated. (Target: +1)(Not in the Strategic Plan)*

Register: Property Type	FY '18-19 Projections
Districts	5
Buildings	30
Sites	2
Structure	2
Objects	0
MPDs	3

Strategies for Federal FY October 2018-September 2019

1. Manage the process, in collaboration with property owners, localities, public agencies, and others leading to listing on the Virginia Landmarks Register and the National Register of Historic Places (DHR)

Community Services Division Will:

- Work with property owners, consultants, and local governments to assist in the completion and presentation of at least 40 National Register nominations to the State Review Board and Historic Resources Board at their quarterly meetings. Nominations include: WRPO--Big Stone Gap Commercial HD, Wise County; Arrowhead, Nelson County; Amherst Mill, Amherst County; Woodlawn High School Historic District, Carroll County; Madison Heights School, Amherst County. ERPO--Blackwell Historic District, City of Richmond; Starr Hill Historic District, City of Charlottesville; New Kent Ordinary, New Kent County; Evergreen Cemetery, City of Richmond; Calvary Cemetery, City of Norfolk; Wharton Memorial Church and School, Mecklenburg County; Mount Gideon, Caroline County; Courtland Historic District, Town of Courtland, Southampton County; Manchester Trucking and Commercial Historic District, City of Richmond; Cavalier Shores Historic District, City of Virginia Beach; Basic Construction Building, City of Newport News; Union Baptist Church, City of Hopewell; Dabbs House Museum, Henrico County; Model Tobacco Factory, City of Richmond; Milburne, City of Richmond; General Outdoor Advertising Company Richmond Branch, City of Richmond; Hickory Hill Slave Cemetery, Hanover County; John MacMurdo House, Town of Ashland, Hanover County; Toano Commercial Historic District, James City County; Williams Bridge Company, City of Richmond; Kirnan, Westmoreland County; Tuckahoe Plantation update, Goochland County; Third Street Bethel AME Church update, City of Richmond; Hampden-Sydney Historic District update, Prince Edward County; Norfolk Cultural and Convention Center, City of Norfolk; Burkes Tavern and Store Historic District, Nottoway County; Chief Nelson House, King and Queen County; Rotherwood, Prince Edward County; Southern Railway Passenger Depot, City of Richmond. NRPO--James Farm, Loudoun County; Woodlawn Cultural Landscape Historic District, Fairfax County; Pride of Fairfax Lodge, Fairfax County; McDowell Presbyterian Church, Highland County; Willisville Historic District, Loudoun County; Virginia Apple Storage, City of Winchester; George Washington High School, City of Alexandria
- WRPO will complete a National Register nomination for the Duff House (Lee County) and a PIF for Mill Creek Manor (Botetourt County).
- ERPO will substantially rewrite/edit National Register nominations for Kirnan, Westmoreland County; Tuckahoe Plantation update, Goochland County; and Third Street Bethel AME Church, City of Richmond.

S&R Division will:

- Serve as the leading qualified historian on register matters, and conduct independent research for defensible decisions on evaluating the significance of historic resources.
- Manage all aspects of the nomination process from evaluation of Register eligibility through submittal of nominations to the National Park Service for listing in the National Register.
- Chair the evaluation committee and convene approximately 24 biweekly meetings to evaluate properties/districts related to register nominations, project review, rehabilitation

projects, and easements and conduct additional Executive Evaluation Committee meetings as needed.

- Complete Preliminary Information Form process, including objective presentation of PIFs to the evaluation committee as needed and any follow up presentations to Director/Deputy Director and/or Senior Team.
- Organize 4 regular joint meetings of the Virginia State Review Board and the Virginia Board of Historic Resources, and a minimum of one board training session, including all associated public and local government notification, public hearings for all historic districts, and posting nominations and meeting minutes on the agency website.
- Work with colleagues to identify older nominations in need of updating and to develop a strategy for updating 3 individual and/or 1 historic district nominations per year.
- Complete revisions to the Norwood-Wingina Rural Historic District nomination form and place the completed nomination on a Virginia State Review Board and the Virginia Board of Historic Resources quarterly board meeting agenda for approval.
- Work with State Stewardship Program staff to facilitate nomination of state-owned historic properties.
- Log in newly received nominations and PIFs, and coordinate the creation of new VCRIS records, or the enrichment of previously created records.
- Selectively enrich VCRIS records from legacy nominations.
- Provide maps and ownership data as necessary.
- Provide on-going technical assistance to property owners, localities and public agencies to complete the survey and documentation effort required for listing on the VLR/NRHP.
- Implement a new outreach plan for all historic district nominations.

2. Develop contexts and multiple property nomination forms to help guide evaluation and stimulate registration of high priority places (DHR, public and private partners)

S&R Division Will:

- Provide the Register Historian with citations to sources that pertain to topics for which contexts and MPDs are desired.
- Update the New Dominion Virginia initiative to provide guidance and research aids for properties associated with New Dominion Virginia historic themes.
- Prepare to list one property significant for association with LGBTQ history LVR and nominate it to the NR.
- Update the Tanglewood Inn existing nomination.
- Extend the AIA partnership for the survey of 20th century resources beyond Richmond by training AIA members in survey methods at Highland Hills subdivision.

3. Identify and register significant publicly owned historic properties (State and federal agencies, military installations, institutions of higher education, local governments, DHR)

S&R Division Will:

- Work with the State Stewardship Program coordinator and RCD staff and with partnering local, state and federal agencies to facilitate nominations of public owned historic properties and reviewing/commenting on nominations prepared for mitigation.
- Enrich VCRIS records with updated ownership information to allow for easier identification of publicly-owned properties in the DHR inventory.

Objective 1D: Strengthen accuracy, accessibility, security, use of data on historic properties by managing electronic and other information media and paper records effectively (DHR, LVA, Local governments, state and federal agencies, public and private institutions of higher education, private museums and historic attractions)

Measures:

- *Number of customers using agency inventory records on-site and/or using agency research services (Target: 4,900)*
- *Number of new individuals trained to use VCRIS (Target: +35)(Not in Strategic Plan)*

Strategies for 2018-2019

1. Increase data connectedness to eliminate “data silos” and increase organization efficiency and appropriate management of historic places and the use of that data in tourism, economic development, decision-making, and interpretation to the public. (DHR, VTC, VDOT, public and private agencies and organizations)

S&R Division will:

- Collaborate with staff in all divisions to streamline database structures and improve workflow efficiency.
- Train public on our Access Databases, VCRIS systems and ARC GIS mapping systems.
- Produce an ARC GIS Map user guide for customers.
- Provide access to more of DHR’s data through the website, such as reports and the public version of VCRIS.
- Decrease the number of spreadsheets/databases that duplicate information to increase organization efficiency, update resources information/evaluations and disseminate this information in a timely manner to fellow staff and, as needed, external users.

Preservation Incentives Division will:

- Implement development of web-based database application that allows the easement program to view data associated with historic preservation easements held by the Board of Historic Resources that has been collected throughout the history of the program and improve accuracy of information captured, which facilitates effective stewardship and compliance with legal obligations.
- Complete initial phase of easement program database development with vendor (Timmons), including requirements gathering, design, and definition to inform a future phase for full implementation of database solution.
- Decrease the number of spreadsheets and tracking documents utilized for the easement program to increase efficiency, improve accuracy, and maintain consistency with industry record-keeping standards.

2. Refine/expand the capacity of VCRIS, GIS, and other electronic data tools (DHR)

S&R Division will:

- Make administrative management enhancements to VCRIS such that it becomes the authoritative source for all data regarding surveyed and registered properties, with the goal of consolidation or eliminating Access databases such as the AI Database.

- Work with the new vendor (Timmons) on detailed business requirements for VCRIS enhancements, test new functionality, and provide feedback in a timely, efficient, and coherent manner
- Update guidance and documentation on using VCRIS that reflects new enhancements.
- Promote and refine the Image Viewing component of the File Attachments enhancement that has been developed in partnership with VDOT

3. Enter legacy data from paper records and older databases into VCRIS (DHR)

S&R Division will:

- Create a Digitization Plan.
- Continue to assist with updating Register nominations and associated hard copy and electronic data as requested by Archives and IT staff.
- Integrate key data from the National Register program database into VCRIS.
- Supervise interns and volunteers to enrich legacy archaeological data as available and practical.
- Continue the digitization of essential paper records into VCRIS.
- Review existing historic district nominations for deficiencies and update them.
- Provide on-going guidance and technical support to users entering legacy data as time and resources allow.

4. Conduct training for potential VCRIS users (DHR)

Community Services Division Will:

- Take advantage of any in-house training when needed to increase proficiency in the use and application of VCRIS. (WRPO, NRPO, ERPO)
- Receive training in GIS applications to assist with mapping tasks (ERPO).

S&R Division will:

- Work with the Survey and Archives staff to provide current guidance materials for preparing nomination materials that also meet Survey and Archival standards and utilize VCRIS to the fullest extent feasible.
- Continue in-person and remote VCRIS training on an as-needed basis.
- Refine existing VCRIS training documentation.
- Work with staff to ensure resources are being recorded in an accurate manner that meets both DHR and NPS guidelines.

5. Enforce the use of VCRIS by public and private partners to increase accuracy and timeliness of data used in a variety of decision-making processes (DHR)

Review & Compliance Division Will:

- Encourage the expanded use of VCRIS by under-performing agencies and private partners.
- Ensure that survey and evaluation data resulting from reviews are entered into VCRIS and that all supporting documentation is submitted and approved.

S&R Division will:

- Provide training for general public, consultants and co-workers on how to use VCRIS.

6. Commit to using VCRIS for data gathering, sharing and analysis (State, federal, local agencies and private organizations)

Community Services Division Will:

- Use VCRIS to inform decisions concerning possible National Register eligibility recommendations for properties considered as PIFs by the DHR Evaluation Team (NRPO, WRPO, ERPO)

7. Utilize VCRIS to share, communicate; standardize data; update and use data to a variety of planning purposes at all levels in both public and private sectors (DHR, state, federal, local agencies, private organizations)

Community Services Division Will:

- Assist as requested and share VCRIS data with all clients when appropriate.

S&R Division will:

- Assist as requested to incorporate more data specific to Register-listed properties in VCRIS.
- Explore and implement new, creative ways to use VCRIS data for planning.
- Continue to provide records for public inquiries.
- Encourage the use of VCIS data to inform the development of historic district guidelines by localities.

8. Ensure that public and private databases/GIS systems include information on historic places to meet the needs of that organization (public agencies, local governments, private organizations, DHR)

Preservation Incentives Division will:

- Provide data on easement properties, while protecting sensitive data, such as information on archaeological resources and documentation of the interiors of private homes and buildings, etc.

Survey & Register Division Will:

- Develop next-step enhancements to the recently completed Virginia Landmarks Register Online Edition.
- Investigate modification to the VCRIS feature service that will facilitate direct access for planning purposes without compromising sensitive DHR information.
- Create a 'presence/absence' feature service.

9. Commit to protecting security and integrity of sensitive data (DHR, public agencies, local governments, private organizations)

Preservation Incentives Division will:

- Provide data on easement properties, while protecting sensitive data, such as information on archaeological resources and documentation of the interiors of private homes and buildings, etc.
- Manage easement program records in accordance with industry best practice guidance and in ways that maximize security and accuracy of both electronic and paper records.

Survey & Register Division Will:

- Continue to protect sensitive archaeology data according to the Archeological Resources Protection Act while balancing outside needs and benefits of careful data distribution.
- Assist in enforcing cyber security strategies for public computers, printers and copies.
- Revisit guidelines for use of DHR archives to ensure protection of sensitive data (including “conditions of use” agreements).

Objective 1E: Improve the preparedness and resilience of historic places, archaeological and museum collections and records to address hazard mitigation and long term climate change (VDEM, VAM, DHR, LVA, all museums/educational institutions with historic properties, records, collections, etc.)

Measures:

- *Percentage of historic properties newly identified or revisited on the statewide inventory that are within defined climate change impact areas (Target: 20%)*

Strategies for Federal FY October 2018-September 2019

1. Review existing disaster response and recovery plans, partnerships, and procedures (DHR, public agencies, private organizations)

Review & Compliance Division Will:

- Update annually the COOP and Agency Preparedness Assessment. (through an agency-wide committee)
- Strengthen Emergency Response Plan to address agency response and customer in broader emergency situations (COOP Team)
- Encourage state agencies to include historic resources in their disaster preparedness plan.

Community Services Division will:

- Participate in agency Disaster Response Team and assist in drafting design guidelines for disaster response (ERPO).

Preservation Incentives Will:

- Participate in agency disaster response team.
- Provide technical assistance to easement property owners and communicate/coordinate response with owners impacted by natural disasters or climate-related events.
- Implement development of web-based database application that allows the easement program to view data associated with historic preservation easements held by the Board of Historic Resources that has been collected throughout the history of the program and improve accuracy of information captured, which facilitates effective stewardship and compliance with legal obligations. Additionally, the easement program will work to ensure that in the long-term the database will enable accurate assessment of climate and disaster related risks and vulnerabilities and assist with determining where limited funds and staff capacity should be directed.
- Complete initial phase of easement program database development with vendor (Timmons), including requirements gathering, design, and definition to inform a future phase for full implementation of database solution.

S&R Division will:

- Review upon request response and recovery plans and procedures to assure protection of and appropriate methods to preserve integrity of Register-listed and eligible properties.
 - Provide information about the location and significance of historic properties to be incorporated into these plans.
2. Identify those areas/historic resources/cultural collections, etc. most vulnerable to and in need of additional historic preservation assistance and expertise in disaster planning, response, and recovery (DHR, public agencies, private organizations)

Preservation Incentives Division will:

- Implement development of web-based database application that allows the easement program to view data associated with historic preservation easements held by the Board of Historic Resources that has been collected throughout the history of the program and improve accuracy of information captured, which facilitates effective stewardship and compliance with legal obligations. Additionally, the easement program will work to ensure that in the long-term the database will enable accurate assessment of climate and disaster related risks and vulnerabilities and assist with determining where limited funds and staff capacity should be directed.

Office of the State Archaeologist Will:

- Target Threatened Sites Program in areas most prone to loss
- Implement annual DHR field school on sites most prone to environmental, developmental, and/or other damage
- Promote and hold Public Archaeology Day on selected site
- Identify most vulnerable collections and offer assistance in planning and response

S&R Division will:

- Assist as requested to compile information about Register-listed and -eligible properties to evaluate their need for additional expertise and assistance in the event of a disaster.
- Work with Survey Committee to identify areas that have been inadequately surveyed for possible future project emphasis.

Community Services Division will:

- Work with the City of Fredericksburg to identify and record archaeological resources located within its riparian lands bordering the Rappahannock River (NRPO).
3. Work actively with statewide (and/or local as appropriate) emergency management agencies/organizations to ensure cultural resources are properly considered in all state and local hazard mitigation planning efforts (DHR, public agencies, private organizations)

Review & Compliance Division Will:

- Continue partnership with VDEM in the development and implementation of the Commonwealth of Virginia Emergency Operations Plan.

S&R Division will:

- Lend assistance and guidance as requested to ensure appropriate identification and evaluation of Register-listed and -eligible properties, to identify characteristics critical to the

- significance of each property, and to identify characteristics critical to maintaining historic integrity.
- Provide on-going support to FEMA staff regarding the documentation of architectural resources and the accurate location of these resources.

Division of State Archaeology will:

- Continue as member of R-MEST and VCA and respond to state-wide emergency needs
4. Provide tools to help preservation partners in their hazard mitigation and climate change planning and response efforts (DHR, Preservation Virginia, VAM)

S&R Division will:

- Develop additional Register guidance and training materials for DHR's webpage and, if requested, update or tailor materials to meet the needs of specific mitigation, planning, and/or response efforts.
 - Overhaul the VCRIS public portal in order to better assist localities with identify the location of architectural resources and provide additional information on their location and significance as needed.
5. Create and disseminate guidance both online and through other means to help stakeholders prepare for and respond to emergencies including those related to climate change, extreme weather conditions, earthquakes, and rising sea-levels (DHR, VAM, Preservation Virginia)

Director's Office will:

- Director's Office / PIO will revise and enhance information pertaining to post-natural disaster recovery on agency's webpage devoted to the topic and accessed from the Website homepage (Post-Natural Disaster Advisory)

Preservation Incentives Division Will:

- Provide technical assistance and support DHR's efforts in the development of guidance on the appropriate treatment of historic resources in climate and disaster-related emergencies.

S&R Division will:

- Seek additional funding for CLGs to use the Town of Surry disaster management plan as a template for the creation of historic resources disaster management plans for their localities.
6. Develop a statewide disaster management/hazard mitigation plan template for owners and managers of historic assets.

S&R Division will:

- Team with Preservation Incentives Division to update DHR's *Virginia's Historical Registers: A Guide for Property Owners*.
7. Conduct joint training programs and workshops (online and/or in person) to address hazard mitigation and climate change planning and response (DHR, VAM, Preservation Virginia)

S&R Division will:

- Collaborate as needed with other DHR staff and partner organizations to offer training to specific audiences such as CLG staff, local government staff, historical societies, historic property owners, students, consultants, etc. Provide information about the significance and location of architectural resources, provide guidance (FEMA information, other resources)

Preservation Incentives Division Will:

- Support DHR staff and partner organizations by providing technical assistance and guidance on treatment of historic resources.

Goal 2: *Connect with broader constituencies*

Objective 2A: Redirect and “Rebrand” historic preservation to speak to broader as well as younger audiences (Preservation Virginia, DHR, etc.)

Strategies for Federal FY October 2018-September 2019

1. Examine and understand the changing face of Virginia demographics and the potential effect on historic places both statewide and in key regions/communities (Broad Preservation Partnership under leadership of Preservation Virginia and DHR, VTC):
 - a. Conduct studies that help define what is important to Virginia’s changing demographics and what strategies will engage their interests
 - b. Connect visitor and economic data to the use, interpretation, and preservation of historic places as assets for tourism
 - c. Engage with localities and cultural organizations within the locality to find what is important to them
 - d. Engage with Virginia Indian tribes, as well as organizations representing other demographic interests such as African American, Hispanic, and Asian populations
 - e. Rethink what is considered important and what are appropriate treatment strategies in different situations
 - f. Collaborate among key stakeholders to identify broad constituencies and specific groups to include in ongoing communication and outreach efforts

Director’s Office will:

- Coordinate efforts both internal to DHR and externally with key partners, including but not limited to Preservation Virginia, to develop contact lists and information for key players as a first step in conducting surveys and other studies that may be initiated .

Community Services Division Will:

Assist organizations and local governments in preserving historic African American cemeteries by providing funding through the African American Cemetery and Graves Fund and by providing technical assistance to preserve and maintain cemeteries and their markers, memorials, etc. (NRPO).

Office of the State Archaeologist Will:

- Continue to work with Northampton Historic Preservation Society, Barrier Island Museum, Cape Charles Museum, Eastern Shore Chapter of Archeological Society of Virginia, and Northampton and Eastville governments
- Develop agreements with all federally recognized Tribes in the Commonwealth on protocols for a new relationship based on federal recognition (DSA)
- Implement survey of Pamunkey Reservation in conjunction with Tribe and WMCAR

- Offer assistance with conservation and exhibitions to Portsmouth Black Library and Museum.
- Focus Cemetery Workshop on African American Cemetery.
- Continue to interpret African American heritage through DHR exhibits.

S&R Division will:

- Grow the ‘New Dominion Virginia’ initiative to provide guidance and research aids for properties associated with New Dominion Virginia historic themes and the companion projects, ‘LGBTQ Heritage in Virginia’, ‘African American and Civil Rights Heritage in Virginia’, and ‘Virginia Indians/Continuity Within Change’.
- Assist eligible applicants and secure for them funding for important preservation projects from the NPS Underrepresented Communities and the African American Civil Rights grant programs.
- Assist partners (Third Street Bethel AME Church and Preservation Virginia) in the successful execution of their currently awarded NPS grant-funded projects.
- Incorporate the “Virginia Voices” Historic Highway Markers App Program into public education at the K-12 level.

Community Services Division will:

- Provide technical assistance to applicants interested in applying for, or already receiving NPS Grant Program funds (ERPO).

2. Update the message to be more relevant in a changing Virginia (Broad Preservation Partnership under leadership of Preservation Virginia and DHR).
 - a. Explore opportunities to identify and contact related organizations and issues such as environmental awareness, conservation, preservation as recycling, etc.).
 - b. Promote the positive economic, environmental and cultural effects of preservation.

Director’s Office will:

- Commit to partner through public participation to start to determine how the message needs to be updated.

Preservation Incentives Division will:

- Work with Preservation Virginia and other partners to continue and expand analysis of economic impact of the state rehabilitation tax credit program.
- Conduct education and training to reach a geographically broader audience .

Office of the State Archaeologist Will:

- Continue to direct and participate in Chesapeake Bay Archaeological Consortium through recommending priorities for action.
- Explore technological possibilities for wider digital outreach opportunities for all DHR data.
- Digitize all records from the Hatch Site.
- Continue to inventory and complete box inventory for the Hatch Site.

3. Digitize catalogue for the Ripley collected Werowocomoco collection. Use social media effectively to expand agency/organization reach (DHR, Preservation Virginia, public and private agencies and organizations, historic museums and attractions, etc.)

Director’s Office will:

- Ensure PIO continues to manage Social Media team in posting relevant information about Virginia history and preservation to agency's Facebook page and to use the page for timely announcements about DHR events, activities and workshops;
- Continue to highlight through Facebook the work of our many kindred partners by posting information and articles relating to their work

Community Services Division Will:

- Make regular posts to the DHR Facebook page and effectively communicate with users (ERPO).
- ERPO will contribute to DHR Facebook about 1000-1500 posts for the coming year with a goal of 3000-5000 new "Likes" and 500-1000 new "Followers."

S&R Division will:

- Automate the posting of the 'Marker of the Week' feature on DHR's Facebook page by developing a Twitter bot.

4. Develop ongoing strategies to include non-traditional stakeholders in historic preservation policy, planning, program development and implementation (Preservation Virginia, DHR, local governments, public and private organizations)

Review & Compliance Division Will:

- Develop and maintain relationships with Federally- and state-recognized Tribes and encourage their participation in Section 106 reviews.
- Encourage Federal agencies to identify non-traditional consulting parties in the Section 106 process.

S&R Division will:

- Form volunteer advisory groups made up of professionals, subject matter experts, and interested parties committed to assisting with project planning, research, and identification, evaluation, and nomination of significant historic properties that are relevant to non-traditional stakeholders

The Division of State Archaeology will:

- Create an "Artifact of the Month" blog post on the new DHR website that can also be posted to Facebook.
- Create a monthly archaeological conservation blog post on the DHR website,
- Create blog posts on the progress of the conservation treatment of the "Betsy" which has been funded by a National Maritime grant.

Objective 2B: Weave the message of historic preservation values and benefits as well as Virginia's complex social history into broader educational programs at all levels (DOE, SCHEV, Institutions of Higher Education, Preservation Virginia, DHR, VTC, Local school systems, public and private historic museums and attractions, etc.)

Strategies for Federal FY October 2018-September 2019

1. Integrate an ethic of conservation (both natural and historic assets) as early as possible by sharing of resources and materials with educational partners and entities (DOE, Local school systems, teachers)

Community Services Division Will:

- Continue to distribute Archaeology Month posters to interested parties in each regional office service area.
- Continue to promote and provide ARKs to local school systems and teachers in each regional office service area.
- Continue to hold archaeology field schools and ASV events to promote archaeology and preservation to a wider audience. (ERPO, WRPO)

Preservation Incentives Division will:

- Support DHR's efforts by providing information on best practices for conservation/preservation of historic resources.

Office of the State Archaeologist Will:

- Work with ASV on the production of the Archaeology Month poster and its distribution. Pass on information on Arch Month activities to ASV
- Continue availability of ARKS to schools and other groups

2. Contribute to the DOE teacher curriculum, training, and advisories strategies to use historic places and historical and archaeological research practices to address Standards of Learning (DOE, DHR, Preservation Virginia, NPS, VAM, VHS, COVA, public and private Historic Museums and Attractions)

Community Services Division Will:

- When possible accept invitations to make presentations to school groups to promote local history, local historical properties, archaeology, research, visitation to public historical attractions, etc. when requested by public and private school teachers. (NRPO, WRPO, ERPO)

Office of the State Archaeologist Will:

- Outline for the educational community the relevance of archaeological research practices and the resulting knowledge to the Standards of Learning through continued distribution of ARKs and museum exhibits.
- Partner with Virginia Museum of History and Culture by providing tours of collections repository and conservation lab to their Teachers' Institutes.

3. Engage the historic preservation community and historic attractions in the development and marketing of Voluntourism with VTC (VTC, Preservation Virginia, DHR, historic museums and attractions, local/community leaders and organizations)

Director's Office will:

- Consult with VTC in development and marketing efforts.

4. Create a guide book, pamphlet, or webpage as appropriate in partnership with teachers (DOE, Preservation Virginia, DHR)

The Director's Office will:

- Begin to engage DOE in order to create educational materials for historic preservation that support the teaching of appropriate SOLs.

5. Expand undergraduate and graduate curricular offerings to prepare students with competencies needed for employment in historic preservation and related fields and for civic engagement needed to

understand the use and public/community benefits of historic places and to advance the economic and cultural prosperity of the Commonwealth and its regions (SCHEV, public and private institutions of higher education)

Community Services Division Will:

- When possible, accept invitations to make presentations to undergraduate and graduate students to promote DHR programs, historic preservation, archaeology, research, etc. when requested by professors at local colleges and universities in each regional office service area (NRPO, WRPO, ERPO).

S&R Division will:

- When possible, staff will speak at classes, such as the graduate-level public history class at the University of Richmond.
 - Offer opportunities for independent study, capstone, thesis, and dissertation projects to undergraduate and graduate students seeking a personalized opportunity to work in a SHPO Register program.
 - Train university students (UVa, VCU, Mary Washington, William & Mary, VUU, HU, VSU, NSU) to use VCRIS in order to assist DHR with survey projects.
6. Increase internship and volunteer opportunities to train future preservation professionals and teachers, and to stimulate long-term stakeholder awareness (DHR, Preservation Virginia, public and private institutions of higher education, public and private historic museums and attractions).

Community Services Division Will:

- Promote internship and volunteer opportunities in each regional office (NRPO, WRPO, ERPO). ERPO will host one or two University of Virginia Architecture School student externs.
- Assist with planning and conducting a spring archaeological field school and any other public archaeology workshops or field schools (ERPO).

Preservation Incentives Division will:

- Utilize interns as appropriate within easement program and investigate establishing ongoing internship program to support easement stewardship efforts.

Office of the State Archaeologist Will:

- Continue internship and volunteer programs for at least 5 students from various colleges and universities.
- Continue to offer archaeological field schools in association with USDA-Forest Service, ASV, universities such as JMU, VCU, W&M, and/or Salisbury and local entities for a minimum of 100 volunteers.
- Provide ongoing opportunities for study of collections and practical lab work training and experience to meet requirements of Archaeological Technician Program.

S&R Division will:

- Encourage minority student internships with DHR's survey, Register, and archives programs, supervise interns, and assist students and faculty with designing appropriate projects that meet students' academic needs and provide DHR with useful information and/or products.
- Design and facilitate volunteer and intern opportunities related to archaeological records management, specific research topics, or agency needs.

Objective 2C: Reach out to public and private stakeholders to improve awareness of historic preservation values, benefits, programs and tools (Preservation Virginia, DHR, COVA, ASV, Localities)

Measures:

- *Number of participants reached by DHR training sessions and education programs (Target: 8,000)*
- *Numbers of visitors to educational exhibits that have been leveraged or enhanced by agency partnerships with, or by technical assistance and archaeological artifact loans to, museums and other institutions (Target: 600,000)*
- *Number of participant days in archaeological field and lab sessions (Target ≥ 500)(Not in Strategic Plan)*

Strategies for 2018-2019

1. Provide accurate information and outreach programs to help private property owners understand how to appreciate and steward historic assets in ways that are non-threatening and voluntary (Preservation Virginia, DHR, Farm Bureau, Local governments, etc.)

Community Services Division Will:

- Continue to provide technical assistance in survey, register, tax credit, and the general care and maintenance of historic resources to private property owners. (WRPO, ERPO, NRPO).
- ERPO will facilitate a Rehabilitation Tax Credit workshop in the Manchester/Blackwell area of Richmond.

S&R Division will:

- Develop and refine research tools and materials for use in understanding Virginia's diverse cultural heritage and posted on DHR's webpage.
- Provide technical assistance as necessary to property owners contacting DHR.

2. Increase awareness through collaborative action:
 - a. Develop and coordinate a strong network of local historical societies to enhance community history and sense of place (VHS, DHR, LVA, VAM)
 - b. Participate in community events (takeaways, banner, tent)
 - c. Target newsletters and direct marketing to constituents (for all organizations)
 - d. Sponsor meetings and informal "get-togethers" to provide a forum for stakeholders to interact and share with each other and with key preservation leaders (Preservation Virginia, DHR, easement owners, tax credit developers, local governments, PDCs, etc.)
 - e. Share the intrinsic and financial value, strategy and benefits of creating "new" historical homes and sites, and in linking with other tourism drivers (DHR, Preservation Virginia, VTC, localities, community leaders and organizations)

Director's Office will:

- Post on DHR Website an updated list of local historical societies and contacts;
- Create a brochure about DHR online services and agency programs for distribution at public events

Community Services Division Will:

- Provide 3-4 training workshops, one in each regional office service area, for members of architectural review boards in CLGs and non-CLGs (NRPO).
- Represent the DHR in at least one public event to encourage archaeological resource protection and network with constituents (WRPO and ERPO).
- Plan, coordinate, and host at least three chapter meetings of the Archeological Society of Virginia to engage chapter members and the interested public in local and regional archaeology subjects and specific DHR preservation goals and projects (WRPO and ERPO).

Preservation Incentives Division Will:

- Continue publishing quarterly electronic newsletters for the tax credit and easement programs, which provide information about the programs and technical guidance for property owners.
- Hold an informal event for easement property owners to interact and share their experiences.
- Participate in workshops to present and/or speak on behalf of the tax credit and easement program.

Office of the State Archaeologist Will:

- Sponsor Public Archaeology Day on Eastern Shore in conjunction with local historic society, CBAC, Kiptopeke State Park, and ASV
- Provide public educational exhibits in Northampton and Accomack Counties.

S&R Division will:

- Prepare monthly Survey and Register program email updates (mini-newsletter) and add members to the distribution list as requested (currently 270+ people are on the list).
- Participate as requested in inter-agency efforts to become better acquainted with colleagues, peers, and interested members of the public through informal meetings.

3. Increase research efforts about, and using, historic places beyond survey.
 - a. Develop collaborative relationships and habits of sharing information in conducting archaeological research, historical research, and architectural survey (DHR, colleges and universities, consultants, museums, public agencies)
 - b. Leverage archaeological collections to attract researchers. (DHR, colleges and universities, military installations/Fort Lee)
 - c. Encourage public accessibility of research products, records, and collections—historical, architectural, and archaeological (DHR, museums, colleges and universities, public agencies)

The Director's Office Will:

- Continue to work with Archives staff to post PDFs of research and 106-derived reports to the Special Collections page in the Archives section of the DHR Website.

Community Services Division Will:

- Provide research opportunities and existing survey and archival historical information to student interns and volunteers to assist in the completion of National Register nominations for eligible historic properties (WRPO, ERPO, NRPO). ERPO will host one or two University of Virginia Architecture School student externs.

- Continue urban preservation outreach efforts in Richmond and Charlottesville (ERPO).
- Complete reports on archaeological findings at various sites examined throughout the year (ERPO).
- Complete papers for publication related to the Eyreville Site excavations (ERPO).
- Present papers on the Eyreville site excavations at annual archaeological conferences such as the ASV annual meeting or the MAAC conference (ERPO).
- Draft a report on archaeological investigation at the Stewart/Stevens Site (WRPO).

Office of the State Archaeologist Will:

- Promote the use of DHR's archives and archaeological collections for research and education through a cooperative effort with W&M, UMW, UT-K, St Mary's College of Maryland and other institutions of higher learning and with the Virginia Foundation for the Humanities.
- Continue to collaborate with CoVA Collections Committee on encouraging and facilitating research with archaeological collections in Virginia (DSA)

S&R Division will:

- Invite faculty, consultants, museum staff, and public agencies to participate in heritage advisory groups.
- Participate in a collaborative effort with colleges and universities to develop on-going information sharing practices
- Collaborate with the Digital Index of N. American Archaeology (DINAA) by sharing a new export of data from VCRIS that is safe for public viewing.

Objective 2D: Include Virginia's geographically and culturally diverse communities as active stakeholders

Measures:

- *Percentage of new Listings on the Virginia Landmarks Register and/or National Register of Historic Places that reflect the rich variety of Virginia's people and culture (Target: 15%)*
- *Percentage of new or replacement Historical Highway Markers that reflect the rich variety of Virginia's people and culture (Target: 48%)*
- *Percentage of participants reached by educational programs with themes emphasizing the rich variety of peoples and cultures in VA history (Target: 60%)*

Strategies for Federal FY October 2018-September 2019

1. Tell the full range of Virginia's stories (DOE, Preservation Virginia, DHR, Virginia Foundation for the Humanities, VTC)

Director's Office will:

- Continue to post on agency Facebook page and DHR Website as warranted news and features that highlight diversity-related themes and minorities.
- Continue to promote and provide supplemental materials in the Werowocomoco exhibit in the VHS Learning Center.

Community Services Division Will:

- Assist in the completion and nomination of additional Rosenwald schools and African American churches and cemeteries. (ERPO, WRPO, NRPO)

Office of the State Archaeologist Will:

- Continue to cooperate with VHS and JYF on exhibits and interpretation (DSA)
- Emphasize concept of Creolization (European, Indian, and African influences making up Virginia culture) in lectures, publications, and exhibits (DSA)

S&R Division will:

- Conduct research necessary to strengthen the applications for highway markers concerning African Americans schools, churches, and other resources.
- Give presentations emphasizing the marker program's ongoing diversification.
- Encourage localities to apply for markers that would expand the diversity of the program.
- Develop research tools and materials of use for understanding Virginia's diverse cultural heritage and posted on DHR's webpage.
- Develop and find funding for a program to erect highway markers educating the public about the 100+ acts of racial terrorism carried out in Virginia.

2. Use the Highway Marker program strategically for education throughout the state (DHR, private marker sponsors)

Community Services Division Will:

- When requested, participate in highway marker dedication events in each regional office service area. (WRPO, ERPO, NRPO).

S&R Division will:

- Expand coverage and promotion of the Highway Marker App. Use Facebook to promote the marker program.
- Fact-check and edit texts for new and replacement markers.
- Integrate the Highway Marker program into ORC division's creative mitigation activities.
- Coordinate marker dedications.
- Seek funding to produce a special African American edition of the traditional highway markers handbook.
- Develop the African American Historic Highway Markers Itinerary in brochure form and as a tour on the Highway Marker App.

3. Identify and target geographic and cultural/social gaps in the awareness and practice of historic preservation (DHR, Preservation Virginia, VTC, Planning District Commissions)
 - a. Priorities for 2018 include Southwest Virginia/Appalachia; Historically Black Colleges and Universities, sites and properties significant in the African American Civil Rights movement and to Virginia Indian tribes; LGBTQ sites and historians; Rosenwald Schools and alumni (priorities may vary from year to year).

Director's Office will:

- Continue to create and post quarterly photo features on Facebook or slideshows on the DHR Website that highlight and profile historic places

Community Services Division Will:

- Manage two Southwest and Southside Virginia CLG-funded projects: A regional workshop focusing on economic development using historic resources in the Town of Pulaski and two workshops in the City of Danville highlighting the historic Old West End neighborhood; and three Southwest and Southside Virginia Cost Share-funded reconnaissance survey projects in the Town of Appalachia (Wise County), the Town of Chase City (Mecklenburg County), and the Town of Courtland (Southampton County).
- In partnership with Preservation Virginia, assist in the completion and nomination of additional Rosenwald schools to the State and National registers (ERPO).
- Assist with development projects associated with NPS Civil Rights grants and Rosenwald schools (ERPO).
- Work with the African-American Newtown Community, Elkton, Rockingham County, regarding a potential HD (NRPO).

Office of the State Archaeologist Will:

- Focus on taking archaeological programs (workshops, exhibition loans, survey, etc. to Chesapeake Bay area of Virginia.
- Interact with residents on Eastern Shore through ASV Chapter participation, CBAC initiatives and local historic societies and museums on archaeological issues, priorities, and needs

S&R Division will:

- Complete the Multiple Property Document Forms and related nominations for the Nottoway, Sappony and Mattaponi tribes.
- Encourage the writing of nominations for Rosenwald Schools.
- Work with HBCUs to document, evaluate, and nominate their historic properties as well as their association with larger themes such as higher education in Virginia, Civil Rights, anti-lynching campaigns, and other topics.

Preservation Incentives will:

- Plan trip to Southwest Virginia with NPS representatives to visit tax credit projects and educate citizens about program.
- Develop program for owners of easement properties in Southwest Virginia to assist them in the stewardship of their properties.

Goal III: *Build strong and sustainable statewide and community economies using historic assets*

Objective 3A: Integrate sustainability and historic preservation practices to ensure that historic assets are used to support a vital and viable future.

Strategies for Federal FY October 2018-September 2019

1. Support the use of environmentally sustainable practices at historic properties, where such practices are consistent with the Secretary of the Interior's Standards for the Treatment of Historic Properties and associated guidance. (DHR, Preservation Virginia, DHCD/Main Street, local governments)

Preservation Incentives Division will:

- Review proposed scopes of work according to the Secretary of the Interior's Standards for the Treatment of Historic Properties, most often applying the Standards for Rehabilitation, which

work may include “sustainable” technologies, such as geo-thermal systems, solar panels and gray water systems.

2. Promote preservation as recycling historic buildings by restoring historic fabric instead of buying new, reducing waste, and cost of new construction (DHR, Preservation Virginia, DHCD/Main Street, local governments)

Community Services Division will:

- Work with local governments in promoting their goals to rehabilitate historic buildings through workshops and events in their respective historic districts and communities.

3. Educate the public about how environmentally sensitive and sustainable practices can be implemented at historic properties in a manner consistent with the Secretary of the Interior’s Standards for the Treatment of Historic Properties, so to preserve and retain significant historic fabric and character.

Preservation Incentives Division will:

- Develop a workshop for property owners to discuss how environmentally sustainable technologies and methods can be appropriately incorporated at historic properties, and to educate property owners about important considerations when evaluating whether such technologies and methods would be sensitive to historic fabric and character.
 - Participate in any NPS workshops about climate change and how treatment approaches should be adapted in response to these concerns, and assist NPS in developing any new guidance on this issue.
4. Increase the integration of historic assets into environmental and land conservation.
- a. Educate state partners in land conservation (such as VOF, DCR, private easement holders) about use of VCRIS to identify presence of historic places
 - b. Cross-promote agricultural, environmental and historic preservation tools to encourage their Consumer Affairs, Virginia Department of Forestry, DGIF, DCR, PDCs) Such programs include but are not limited to:
 - i. Conservation Reserve Program (CRP) and Conservation Reserve Enhancement Program (CREP) (USDA)
 - ii. Forest Stewardship Management Plans (Virginia department of Forestry)

Preservation Incentives Division will:

- Provide information on presence and significance of historic resources when requested and as appropriate.
- Encourage appropriate protection of identified historic resources through easements held by the Board of Historic Resources.
- Educate partners in land conservation about historic resources and their appropriate protection.
- Solicit guidance from land conservation partners about appropriate protection of other conservation values.

Objective 3B: Strengthen the role of Rehabilitation Tax Credits in revitalizing historic residential, commercial, and industrial neighborhoods (DHR/Preservation Virginia)

Measures:

- *Number of projects that rehabilitate and reuse historic buildings as certified to meet the criteria for tax credits (Target: 150)*
- *Amount of private investment (in millions of dollars) leveraged rehabilitation tax credits to reuse historic buildings and stimulate local economies (Target: \$350 million)*

	FY 2018-19 Projections
Federal	
Part I	90
Part II	90
Part III	85
State	
Part I	125
Part II	125
Part III	150

Strategies for Federal FY October 2017-September 2018

1. Provide expert guidance and training to help private property owners to rehabilitate and reuse historic assets in accordance with state and federal standards (DHR)

Community Services Division Will:

- Continue to provide technical assistance to property owners rehabilitating their historic buildings in accordance with the Secretary of the Interior Standards.
- Collaborate with Incentives Division on Rehabilitation Tax Credit workshops in South Richmond (ERPO).

Preservation Incentives Division Will:

- Continue to review all proposed scopes of work according to Secretary of the Interior's Standards for Rehabilitation and associated guidance to ensure appropriate treatment of historic properties.
- Conduct monthly Tax Credit Open House sessions to provide informal guidance to tax credit applicants; conduct meetings and site visits with property owners and their design professionals to understand the historic resources affected and to offer guidance on appropriate treatment within the context of the Standards for Rehabilitation.
- Hold two workshops per year for tax credit applicants, consultants, architects, and others involved with the program to provide administrative updates and guidance on a range of rehabilitation topics, such as application process, subdivision of large industrial spaces, considerations for the repair or replacement of windows, sustainable historic rehabilitation, etc.
- Continue close coordination with NPS to ensure that DHR's review of tax credit projects is consistent with the Standards for Rehabilitation and associated guidance, and NPS review of same projects.

- Plan trip with NPS staff to Southwest Virginia to visit tax credit projects and educate citizens about program.
 - Seek professional development opportunities as appropriate, such as attending National Trust Conference and Preservation Virginia Conference.
2. Provide sound data and analysis on the economic impacts of historic rehabilitation and the state and federal rehab tax credits (Preservation Virginia, DHR, VCU, localities and others, private property owners, business leaders)

Preservation Incentives Division will:

- Coordinate with Preservation Virginia, VCU, and others in the analysis of the economic impact of the tax credit program.
 - Provide statistical data on projects for study and analysis, and any other information or support as requested.
3. Promote use of historic rehabilitation tax credits (Preservation Virginia, DHR, VCU, local governments, Planning District Commissions, DHCD, local business leaders and Chambers of Commerce)

Director's Office Will:

- Develop and post to Tax Credit section of Website examples of well-executed tax credit projects in consultation with DPI staff

Community Services Division Will:

- Promote the use of rehabilitation tax credits at all historic district public hearings and training workshops (NRPO, WRPO, ERPO).

Preservation Incentives Division Will:

- Conduct or participate in at least two informational meetings per year to outline the application process, program requirements, and Standards for Rehabilitation.
 - Provide support to Community Services Division in its promotion of the program.
4. Educate state and local leaders (Preservation Virginia, DHR, VCU, local governments, Planning District Commissions, local business leaders and Chambers of Commerce)

Director's Office will:

- Compile data and provide supporting materials for annual Preservation Virginia congressional visits
- Compile data for members of Congress and the Virginia General Assembly on rehabilitation tax credits and a variety of historic preservation issues at their request
- Compile data for members of the Virginia General Assembly and request annual meetings to provide timely and up-to-date information.

Preservation Incentives Division will:

- Support others' efforts to educate state and local leaders about the program, by providing information and data as requested.

Survey and Register Division will:

- Produce the 2019 promotional calendar.

Objective 3C: Increase availability and use of tools and programs that use historic assets for public and private benefit

Measures:

- *Completion rate for battlefield preservation projects (Target: 85%)*

Strategies for Federal FY 2018-2019

1. Leverage the Virginia Battlefield Preservation Fund to protect battlefield lands associated with all wars fought on Virginia soil (Revolutionary War, War of 1812, and the American Civil War) by providing grants for acquisition of lands and easements in partnership with both the public and private sectors (DHR, American Battlefield Trust, SVBF and other private preservation organizations, NPS, DCR)

Community Services Division Will:

- Continue to manage to completion any outstanding battlefield grant agreements from the Virginia Battlefield Preservation Fund from 2015-2018.
- Review and recommend for funding successful applications from organizations seeking funding to acquire properties or easements through the Virginia Battlefield Preservation Fund for 2018-2019.
- Promote the availability of Virginia Battlefield Preservation Fund (VBPF) monies for the purchase of properties or easements associated with Revolutionary War and War of 1812 battlefields.
- Manage the Virginia Battlefield Preservation Fund, the Confederate Cemetery Fund, and the Sons of the American Revolution Cemetery Fund when annually allocated by the General Assembly.

Preservation Incentives Division Will:

- Support Community Services Division by reviewing Virginia Battlefield Preservation Fund applications, and providing comments on whether properties would meet criteria for an easement to be held by the Board of Historic Resources.
- Work with property owners and their representatives to develop appropriate perpetual easements for the conservation values that are present on the property.

2. Use the statewide Main Street program to encourage active reuse of historic assets (DHCD, local governments, private sector partners, DHR)

Community Services Division will:

- Work with DHCD to explore collaboration on Main Street program projects; Hull Street in South Richmond is a possibility this year (ERPO).

Objective 3D: Reinforce the contribution of historic assets to outdoor recreation

Strategies for Federal FY October 2018-September 2019

1. Identify, evaluate, register, and manage significant historic places in Virginia's State Parks in accordance with sound preservation standards and principles (DCR, DHR, VTC)

Office of the State Archaeologist Will:

- Offer guidance for survey, testing, excavation and management on state parks.

S&R Division will:

- Work as requested with DCR staff and with other state agencies such as DGIF and DEQ to research, identify, evaluate, and nominate historic properties in Virginia's state parks or on other state-owned lands.

2. Fully integrate historic aspects along with the environment in developing and interpreting new State Parks (DCR, DHR, VTC)

Community Services Division Will:

- Assist in the identification and interpretation of historic properties in new state parks proposed in Virginia (NRPO, ERPO).

Office of the State Archaeologist Will:

- Work with Natural Bridge on authenticity of Indian exhibit

3. Take advantage of history and historic places as part of the total educational and recreational package for State Parks including walking trails as well as classroom and outdoor educational activities (DCR, DHR)

S&R Division will:

- Assist as requested with research to prepare appropriate materials about historic properties within state parks including the new Middle Peninsula State Park

1. Promote outdoor recreation and tourism through the continued creation and development of heritage areas and heritage trails such as (but not limited to) the Civil War Trail, the Crooked Road, the John Smith Heritage Trail, Fields of Gold, the Road to Revolution, and more (DHR, DCR, VTC, PDCs, Preservation Virginia, Local Governments, local and regional organizations and attractions)

Community Services Division Will:

- Assist with the survey of archaeological sites along the Rappahannock River with St. Mary's College and the Rappahannock Tribe (ERPO).

S&R Division will:

- Assist as requested with research, identification, evaluation, and nomination projects in Virginia's heritage areas and trails, such as the Journey Through Hallowed Ground's proposal to prepare a Multiple Property Documentation Form and individual nominations for properties associated with African American and/or Virginia Indian history.

Objective 3E: Strengthen the use of historic places as assets in support of Virginia's tourism industry

Measure:

- *Number of Historical Highway Markers approved for placement on Virginia's highways (Target: 45)*

Strategies for Federal FY October 2018-September 2019

1. Ensure that tourism, education, and training programs at all levels integrate the value of historic places and ways to integrate these assets into the full range of tourism activities (VTC, DHR, Destination Marketing Organizations, Localities, Planning District Commissions)

S&R Division will:

- Advance the highway marker app to provide key coverage along all major Virginia Byways and Interstate corridors
- Do outreach to sister state agencies to help them appreciate the value of DHR's information about Register-listed properties in the creation of heritage tourism campaigns.

2. Increase communication, planning, and coordination among government entities (VTC, DHR, Destination Marketing Organizations, Localities, Planning District Commissions)

Director's Office Will:

- Regularly update Virginia Film Office regarding new Virginia Landmark Register listings

S&R Division will:

- Notify localities when markers are retired and invite applications for replacements.
- Work closely with VDOT in updating, replacing, and if necessary, retiring deficient markers.

Division of State Archaeology will:

- Continue to work with other divisions to provide cemetery workshops.

3. Connect history experiences including inter-jurisdictional and regional collaborations (VTC, Historic Museums and Attractions, Planning District Commission, Local Governments, Destination Marketing Organizations, Local and regional organizations and authorities, DHR, Preservation Virginia)

Community Services Division Will:

- Work with Preservation Virginia, Piedmont Environmental Council, Journey Through Hallowed Ground, Northern Virginia Park Authority, and John Mosby Heritage Area in the promotion of their historic preservation programs and projects. (NRPO, WRPO, ERPO)

4. Leverage historic military assets—from battlefield and related sites to active military installations (VTC, CWT, DOD, DHR, Destination Marketing Organizations, Chambers of Commerce)

Community Services Division Will:

- Assist battlefield preservation organizations, such as the American Battlefield Trust, Shenandoah Valley Battlefields Foundation, Richmond Battlefields Association, Central Virginia Battlefield Trust, Brandy Station Foundation, Manassas Battlefield Trust, etc. to preserve and interpret battlefields (NRPO, ERPO).

5. Commemorate historic “anniversaries” to highlight both the richness of Virginia history and the importance of appreciating and preserving the places and tangible remains associated with that history. Key anniversaries in this planning cycle include:

2018

- a. 50th anniversary of the Virginia Association of Museums.
- b. 50th anniversary of the National Historic Trails Act.

2019

- a. 50th anniversary of the Moon Landing.
- b. 400th anniversary commemoration of the events of 1619, with emphasis on the arrival of the First Africans

The Director's Office will:

- Coordinate an exhibit at the 2018 State Fair highlighting the Historical Highway Marker program and the new mobile app.

Goal IV: *Incorporate historic places and their preservation effectively into planning and policy decision-making*

Objective 4A: Increase communication, planning, and coordination among government entities.

Measures:

- *Percentage of agency responses that comply with the 30-day federal response requirement for state, federal, and local project review (Target: 95)*
- *Number of state-owned properties appropriately considered for preservation purposes, placed under treatment or management plans (Target: 6)*

Review and Compliance Activity	FY 2018-19 Projections
Properties meeting NR criteria for which a written eligibility opinion is provided (3)	100
Properties not meeting NR criteria for which a written eligibility opinion is provided (4B)	600
Findings of "No Properties" and/or "No Effect" on which written opinions are provided (4A)	1,300
Findings of "Effect" on which written opinions are provided (5A1, 5A2, & 8)	700
MOA (5A3)	20
Programmatic Agreement (5A4)	10
Technical Assistance	400
Adverse Effect	30

State Permits	FY 2018-19 Projections
Burial	5
State Lands (archaeology)	10
Cave	1
Underwater	20

	FY 2018-19 Projections
Predevelopment projects-plans & specs reviewed	0
Predevelopment projects-Historic Structure Reports reviewed	0
Predevelopment projects completed	0
HPF-funded covenants and preservation agreements monitored	2

Strategies for Federal FY October 2018-September 2019

1. Develop and implement programmatic agreement to streamline review processes (DHR, State, federal, and local public agencies)

Review & Compliance Division Will:

- Develop a minimum of five (5) state or federal agency-specific standard operating procedures, programmatic agreements, or programmatic exclusions to streamline the review process. Priorities include USDA - Rural Development, USDA – Natural Resources Conservation Service, Fort Belvoir Historic Resources Management Plan and Routine Activities, VDOT State Programmatic Agreement, Virginia Tech, and Virginia Military Institute.

2. Complete both submissions and reviews in a constructive and timely fashion (State, federal, and local public agencies, DHR)

Review & Compliance Division Will:

- Provide review responses within 30-days.

S&R Division will:

- Continue to complete review and comment in a timely fashion on National Register nominations prepared to comply with environmental review processes such as Section 106 review, and to seek review comments from other DHR staff who should be involved in the review process.
- Run archives searches promptly.

3. Address training needs to enable proactive attention to historic places and effective compliance with review processes to balance preservation values with project objectives (State, federal, and local public agencies, DHR)

Review & Compliance Division Will:

- RCD will provide targeted training in the Section 106 process and consultation procedures to enhance relationships and to achieve efficiencies in review. Targets include National Park Service, Department of Defense, Army Corps of Engineers (Regulatory & FUDS), NRCS, and Rural Development (contingent on the execution of a state-level PA).

4. Use a wide range of mitigation strategies including but not limited to survey, registration, documentation, data recovery, interpretation and educational products, alternate site preservation, and mitigation banking when projects cannot avoid damage to historic assets (DHR, state, federal, and local agencies)

Review & Compliance Division Will:

- Work with Prince William County and VDOT on the Buckland / Regional Study to identify historic landscapes and rural properties that should be considered during local, state, and Federal projects.
- Encourage the protection of historic properties and their associated settings and landscapes through deed restrictions, preservation covenants, conservation easements, and other legally enforceable mechanisms that are included as mitigation measures in a minimum of one (1) Memorandum of Agreement /Programmatic Agreement.

S&R Division will:

- Conduct historical research necessary to strengthen applications for mitigation-related highway markers.
 - Continue to assist as requested with development of mitigation strategies for Register-listed and Register-eligible properties.
5. Ensure that state agencies ‘Lead by Example’ in their renovation and restoration of sustainable historic sites (DCR, DGS, public institutes of higher education, state land management agencies, DHR)

Preservation Incentives Division will:

- Provide technical support and guidance on the appropriate treatment of historic resources according to the Secretary of the Interior’s Standards for the Treatment of Historic Properties.

Review & Compliance Division Will:

- Encourage appropriate treatment of state-owned historic properties through our participation in the state review process and the biennial State Stewardship Report.
6. Coordinate major statewide planning efforts to ensure that key agencies and staff are at the table for efforts such as the Virginia Comprehensive Statewide Preservation Plan, the Virginia Outdoors Plan, the Virginia Tourism Plan, statewide transportation planning, disaster and hazard mitigation planning and similar efforts (DHR, DCR, VTC, VDOT, DHCD, DOE, VDEM)

Director’s Office will:

- Coordinate staff participation in the above mentioned efforts and encourage DHR’s goals and objectives to be considered and included as beneficial components to the advancement and success of such statewide planning efforts.

Preservation Incentives Division will:

- Provide technical support and guidance on planning for disaster and hazard mitigation, establishing priorities for distribution of resources and staff in time of disaster, and the appropriate treatment of historic resources according to the Secretary of the Interior’s Standards for the Treatment of Historic Properties.

Objective 4B: Strengthen local planning and decision-making tools and processes

Certified Local Governments (CLG)	FY 2018-19 Projections
Number of Local Governments Newly Certified During Fiscal Year	1
Number of CLGs Evaluated	12
Number of CLGs Decertified	0
Number of CLGs Submitting Annual Report to NPS	28

Strategies for Federal FY October 2018-September 2019

Develop a local process to identify and evaluate what the community and the public feel are important to recognize and preserve (Local Governments and community groups)

Community Services Division Will:

- Begin a bi-annual newsletter/listserv for CLGs to foster better communications between DHR and CLGs and among all CLGs (NRPO)

S&R Division will:

- Refine existing training modules for presentation at workshops with particular emphasis on incorporating survey, research, identification, evaluation, and nomination of historic properties into local/regional planning processes.
- Overhaul internal procedures for community outreach in advance of historic district nominations with special emphasis on those impacting under represented communities.

1. Develop and use historic place layers in local GIS and other planning tools (Local Governments, DHR)

S&R Division will:

- Implement a highway marker layer within VCRIS.
- Support the development by VDOT of a replacement highway marker website.

2. Utilize VCRIS to share, communicate; standardize data; update and use data to a variety of planning purposes at all levels in both public and private sectors (Local Governments, DHR)

S&R Division will:

- Carry to fruition priority enhancements that were envisioned for the early version of VCRIS in preparation for the development of VCRIS 3.0
- Integrate cultural resource information from VCRIS with natural resource information at DRC in support of the Governor's Land Conservation Initiative.

Develop a 'propensity of risk' model that will better inform private, federal and state infrastructure and development projects pre-planning in advance of the initiation of Section 106 consultation.

4. Use data on historic places above and below ground to inform comprehensive planning, zoning, permitting, and other land use decisions (Local governments)

Community Services Division will:

- Continue to review local government preservation ordinances upon request
- Provide data on historic resources to local Preservation Commissions and ARBs upon request.

5. Develop innovative solutions such as resident curator programs to help maintain and restore historic properties owned by local agencies (Local governments, DHR)

Director's Office will:

- Share information about innovative solutions at a local level on the DHR Facebook feed, website, and other venues when known and appropriate.

6. Understand and fulfill preservation and review responsibilities delegated by federal and state agencies to local agencies (Local Governments, state and federal agencies, DHR)

Community Services Division Will:

- Work with any eligible local government in completing its application for CLG designation (NRPO).
- Hold 3-4 workshops to train architectural review board members and promote the CLG program (NRPO).

Goal V: *Sharpen tools for historic preservation*

Objective 5A: Fortify state and local programs and incentives

Strategies for Federal FY October 2018-September 2019

1. Educate state and local decision makers to ensure that state rehabilitation tax credits and land conservation credit programs remain strong and effective (Preservation Virginia, Scenic Virginia, business and community leaders, DHR)

Director's Office will:

- Compile data and prepare background materials for state and local officials on the economic and other benefits of historic rehabilitation tax credits, including statistics and success stories.

Preservation Incentives Division will:

- Support such efforts by providing program data and other information as requested.

2. Ensure that sensitive reuse of older buildings plays a greater role in creating affordable housing (DHCD, DHR, Private sector)

Preservation Incentives Division will:

- Support this effort by providing technical guidance on the appropriate treatment of historic resources according to the Secretary of the Interior's Standards for Rehabilitation.

Objective 5B: Address gaps in preservation of threatened property types through legislative, programmatic, and educational measures

Measures:

- *Completion rate for projects that salvage or analyze data from archaeological sites threatened with major damage or destruction through human or natural forces (Target: 100%)*

Strategies for Federal FY October 2018-September 2019

1. Focus attention on threatened property types such as: aging school buildings, archaeological sites, slave cemeteries, old family cemeteries, tobacco barns and abandoned agricultural buildings, cultural landscapes, rural villages, and places associated with civil rights, LGBTQ, African-American, Native American and women's history (Preservation Virginia, DHR, Community Organizations, Local governments)
 - a. Promote/conduct surveys, and thematic studies to draw attention to rare and/or threatened historic places and property types
 - b. Conduct educational programs to help local governments, community groups, and property owners identify, evaluate, and maintain older threatened properties
 - c. Leverage new and existing resources to help revive and maintain these irreplaceable assets
 - d. Promote data recovery and documentation of historic places where preservation and/or rehabilitation is not possible

Director's Office will:

- Continue to work with members of the General Assembly on issues of aging school buildings, Native American's and identification, care and maintenance of African-American cemeteries.

Community Services Division Will:

- Promote the study of barns in Shenandoah County with the Shenandoah County Historical Society and Preservation Virginia (NRPO).
- Assist in the identification and preservation of old family, rural, and slave cemeteries and manage the African American Cemeteries and Graves Fund (NRPO).
- Work with local groups and governments to identify, evaluate, survey, and designate historic districts in the rural villages/small towns of Eagle Rock (Botetourt County); and Appalachia (Wise County) (WRPO).
- Continue to respond to calls concerning archaeological sites threatened by climate change and sea level rise. (ERPO)

Preservation Incentives Division will:

- Provide guidance on rehabilitation and reuse of historic schools according to the Secretary of the Interior's Standards for Rehabilitation and program requirements.

Review and Compliance Division will:

- Explore with VMRC and the Corps more effective ways to achieve protection of submerged sites and shipwrecks through improved coordination and education, including a revised underwater permitting process for VMRC and the definition and designation of underwater historic properties.

Office of the State Archaeologist Will:

- Based on an evaluation of accumulated data, implement archaeological surveys in areas most threatened by sea level rise, catastrophic storm surge, and tidal erosion
- Utilize Threatened Sites funds for survey, thematic studies, and data analysis where sites and data will be lost.
- Conduct at least one Cemetery Workshop at the regional level

S&R Division will:

- Continue to do research for highway markers related to these subjects.
- Speak at marker dedications about these topics. Work on projects that broaden the diversity of historic properties listed in the Registers (New Dominion Virginia, LGBTQ Heritage, African American and Civil Rights, and Virginia Indians).

2. Seek out and administer state, federal, and private grants/funding to address threatened and endangered historic places

S&R Division will:

- Serve on DHR's committee for grant awards as needed.
- Encourage stakeholders to apply for new grants for researching, identifying, evaluating, and nominating historic properties, including the African American Civil Rights Grant Program, the Historically Black Colleges and Universities Grant Program and the Under-Represented Communities Grant Program that are administered by the NPS. In-state grant providers, such as Virginia Foundation for the Humanities, the Virginia Museum of History and Culture, and the Cameron Foundation (in Petersburg) will also be targeted.
- Revamp the Cemetery Preservation and Documentation Workshop format.

Division of State Archaeology will:

- Continue to help administer National Maritime Heritage grants within Commonwealth
- Implement the NMHG for the Betsy.

Objective 5C: Improve training for preservation craftsmen and stakeholders

Strategies for Federal FY October 2018-September 2019

1. Provide targeted training workshops for preservation and museum professionals and craftsmen (DHR, Preservation Virginia, VAM, others):
 - a. Educate property owners and those involved in the construction trades on appropriate treatment of historic properties, using Secretary of the Interior's Standards for the Treatment of Historic Properties and associated guidance (DHR, Preservation Virginia)
 - b. Partner with experts and educational organizations to provide training in historic building trades and techniques (DHR, Preservation Virginia)

S&R Division will:

- Develop workshop and training topics and materials for preservation and museum professionals and craftsmen, including survey methodology, Register criteria, integrity, evaluation, and resilience.
2. Provide field schools and workshops for both career and avocational archaeologists (COVA, ASV, DHR, community colleges, colleges and universities, historic museums and attractions)

Community Services Division Will:

- Assist with field schools and conduct other public archaeology excavations or workshops with the help of volunteers from ASV, COVA, etc.

Office of the State Archaeologist Will:

- Conduct annual Lab Week in conjunction with the Archaeological Certification Program
- Conduct an annual field school for volunteers and students on Chesapeake Bay or Atlantic Coast focusing on threatened sites

3. Develop and increase use of internship programs in colleges and universities and internship opportunities with both the public and private sector (Public and private colleges and universities, DHR, Preservation Virginia, local governments, public agencies, consultants, etc.)

Director's Office will:

- Encourage the use of interns in all divisions of the agency by supporting and assisting in the development of promotional materials and presence at internship fairs.

Community Services Division Will:

- Continue to encourage internships at all regional offices.

Preservation Incentives Division will:

- Utilize interns as appropriate within easement program and investigate establishing an ongoing internship program to employ historic preservation graduate students in the monitoring of easement properties.

S&R Division will:

- Further develop the Graduate Internship Program by developing recruitment strategies with Virginia Universities. Continue to encourage internships with DHR's survey and register programs, supervise interns, and assist students and faculty with designing appropriate projects that meet students' academic needs and provide DHR with useful information and/or products.
- Promote the Graduate Internship Program to Virginia Universities and enlist their support in recruiting new candidates.

Division of State Archaeology will:

- Continue its internship program in preservation of collections, public archaeology, and archaeological conservation.

4. Incorporate historic preservation and interpretation topics into staff training for appropriate state and federal agencies as well as statewide and regional organizations, for example:
 - a. Provide training for state parks field staff, planners and resource specialists (DCR, DHR)
 - b. Utilize annual training at state park interpreters' sessions for seasonal workers (DCR, DHR)
 - c. Provide training about the value of historic places in community revitalization and appropriate use of the Secretary of the Interior Standards to key state agency and local economic development staff (DHR, DHCD, et al)
 - d. Provide training to Destination Marketing Organizations, local Chambers of Commerce, Planning District Commissions etc. about the value of historic places to local and regional tourism (VTC, DHR)

S&R Division will:

- Develop materials tailored to specific audiences or focused on a specific aspects of the survey, evaluation and nomination processes.
 - Develop concise materials that highlight a particular resource type or historic theme and examples of associated Register-listed properties.
5. Provide training and guidance to help local governments carry out their planning and regulatory responsibilities including (but not limited to) a statewide certification program for Architectural Review Boards, training for building inspectors in applying building codes to promote reuse of older structures (Preservation Virginia, DHR, DHCD, Local Governments)

Community Services Division will:

- CLG Coordinator will continue to work with Preservation Virginia in the creation and promotion of its ARB certification program

Review and Compliance Division will:

- Provide technical assistance to entitlement communities and other localities on the appropriate treatment of historic properties through the Section 106 review process.

Objective 5D: Expand networks and collaboration to meet common objectives

Strategies for Federal FY October 2018-September 2019

1. Use social media and other alternatives to gather opinions on an on-going basis (DHR, Preservation Virginia and other key partners, VTC)

Director's Office will:

- Use agency Facebook page to query public about issues of concern

Community Services Division Will:

- Continue to monitor and make posts to the DHR Facebook page (ERPO).

2. Increase communication, planning, and coordination among government entities
 - a. Develop strategies for interaction communication/information sharing on a regular basis (meetings, routine emails, conference calls, etc.) (DHR, DCR, DHCD, etc.)
 - b. Ensure staff participation by key agencies in important planning and implementation meetings such as but not limited to:
 - DHR/VTC staff participation in annual Virginia Outdoors Plan meeting;
 - DHCD/VTC/DCR/DOE/VDOT staff participation in annual Comprehensive Plan implementation update sessions
 - State land management agency participation in and implementation of biannual State Stewardship reporting

Director's Office will:

- Encourage and support effective and consistent communication with all state agencies.
- Ensure that DHR is represented in meetings and on committees where historic preservation plays a key role.

S&R Division will:

- Complete work with VDOT on new marker database and assist in the development of other assessment and information gathering tool.
3. Increase communication, planning, and coordination among government, local and private entities such as:
 - a. Participation in key annual conferences held by Virginia Association of Museums, Preservation Virginia, Virginia Association of Planning District Commissions, Virginia Municipal League, Virginia Association of Counties, Archeological Society of Virginia, Virginia Farm Bureau, Virginia's United Land Trusts, and others (All partners and stakeholders)
 - b. Participation in joint projects by both public and private partner organizations (All partners and stakeholders)

Director's Office will:

- Have PIO work with appropriate DHR division staff in coordinating outreach on a case by case basis.

Community Services Division Will:

- Participate in the Mid-Atlantic Archaeological Conference, and the Preservation Virginia, Archaeological Society of Virginia, Fields of Conflict, and the Vernacular Architecture Forum annual conferences.

Office of the State Archaeologist Will:

- Participate and assume an active role in annual ASV meeting and annual MAAC meetings

S&R Division will:

- Participate in the Preservation Virginia annual conference, Virginia Forum, and other in-state conferences, and to develop presentations about the Survey, Register and Archives programs suitable for a variety of audiences.

4. Link related programs and services on websites and to cross-post related messages through social media and other means as appropriate.

S&R Division will:

- Continue to use Facebook to promote the marker program
- Promote VLR-Online as an efficient and free way to have immediate access to nominations and other information for all properties list on the Virginia Landmarks Register and the National Register of Historic Places.
- Share posts on Instagram with links to Facebook pages and links to other trending topics.